

CHAPTER 13

FINANCIAL & PERSONNEL MANAGEMENT

References

FM 12-6, Personnel Doctrine, 9 September 1994
FM 14-100, Financial Management Operations, 7 May 1997

Objective

- Relate the three key personnel operations to the units that perform the function
- Understand overarching financial management support from theater to the brigade

Financial Management

Financial management (FM) is comprised of two mutually supportive processes: finance and resource management operations. The Finance Command (FINCOM) commander and the Deputy Chief of Staff for Resource Management (DCSRM) share responsibility for financial management in **mature** theaters of operations. In smaller-scale contingency operations, however, deployed finance personnel normally perform all FM competencies. Financial managers identify, acquire, distribute, control, and account for funds, as they establish financial policy and advise commanders. Operationally, they provide banking liaison and currency support, plus contracting payments for procurement/local vendor services/host nation support. Other critical support includes disbursing, cost capturing, non-U.S. pay (including EPW/CI), and US pay and travel.

In major, mature theaters of operations, the ASCC DCSRM conducts resource management operations and develops, recommends & issues guidance on all resource management matters. The DCSRM formulates plans and policies, advises the ASCC commander on the best use of material resources in support of the mission, and oversees execution of the budget.

The FINCOM commander is responsible for operational or strategic tasks that support the theater or ASCC. The commander advises the CINC & ASCC on finance operations, prepares financial management annexes to operational contingency plans, and also serves as the ASCC Finance & Accounting Staff Officer. The FINCOM is assigned to the ASCC, provides finance support to all Army, joint, and multinational commands in theater. The commander may assume responsibility over all Service component policy, direction, and tasks, to include C2. Early in deployment, the Finance Services Directorate (FSD) of the Theater Support Command (TSC) may be activated and executed FINCOM functions. Depending on METT-TC, the ASCC commander may deploy the FINCOM, which would reclaim its functionality from the FSD.

The Finance Group (FG) supports a corps and all Army, joint, and multinational commands, units, soldiers, and authorized civilians within the corps area of operations.

The FG is modular and tailorable to fit requirements of the deployment. The corps ACSRM formulates plans and policies and advises on the most effective use of available command and material resources. The office is modular and tailorable to variations required to support the corps.

The Finance Battalion (FB) provides area finance support, typically within a division or corps support command (COSCOM) boundary, to all Army, joint, and multinational commands, units, soldiers, and authorized civilians in its assigned ARO. With a modular, tailorable design, the FB deploys only those elements required to support the deployed force, and may augment other units with modular Finance Detachments (FD) to fit the requirements of deployment. The Division RM, a principle staff officer, conducts resource management operations for the division.

The Finance Detachment (FD) provides finance support for units and personnel in the area of responsibility designated by the FB commander, typically a brigade-sized element. It often deploys Finance Support Teams (FSTs) to unit locations, and can support approximately 6,000 soldiers. The FD provides pay (US and non-US), travel, disbursing and funding support, commercial vendor services (CVS) and finance data base maintenance for units and personnel in its AO. The FD commander is responsible directly to the FB commander. At battalion level, the S-1 section is responsible for finance services administrative support. See Figure 13-1 for the finance structure,

FINANCE				
XXXX	XXX	XX	X	II
<u>COMMZ</u>	<u>CORPS</u>	<u>DIVISION</u>	<u>BRIGADE</u>	<u>BATTALION/ SQUADRON</u>
THEATER FIN COM			FIN DET FIN SPT TM	BN S-1
TSC FIN GRP	CORPS FIN GRP	CORPS FIN BN		
FIN BN FD's FST's	FIN BN FD's FST's		<u>REGIMENT</u> CORPS FIN BN	

Figure 13-1. Finance

Personnel Management

Background

Personnel services in the theater of operations include replacement operations, personnel administration, and mail. (Figure 13-2.) The **Theater PERSCOM** has overall responsibility for direction of these activities. **Within the theater and corps there are Personnel Groups.** The Theater Personnel Group commands Personnel Services Battalions and the Replacement Battalion. The Corps Personnel Group commands Personnel Services Battalions (PSB), the Corps Band and the Replacement Company(s). The PSB commander has a Personnel Detachment(s), and a Postal Company(s).

PERSONNEL SERVICES				
XXXX	XXX	XX	X	II
<u>ASCC</u>	<u>CORPS</u>	<u>DIVISION</u>	<u>BRIGADE</u>	<u>BATTALION/ SQUADRON</u>
PERSCOM	CORPS PERS GRP	DIV G-1	BDE S-1	BN S-1
TSC PERS GRP				
PSB POSTAL PERS DET	PSB POSTAL PERS DET	CORPS PERS DET POSTAL	<u>REGIMENT</u>	
REPL BN REPL CO (GS AND	REPL CO (DS)		ACR S-1 POSTAL CORPS	

Figure 13-2. Personnel Services

Replacement Operations

A theater **replacement battalion** operates in the theater area and is the initial reception station for incoming personnel. These soldiers are sent to **replacement companies** in the TSC and corps for assignment to their new units. Replacement operations begin with moving individual soldiers from the point of origin to deployed units. Examples of individual replacements include soldiers who were unable to deploy with their units, soldiers who arrived for assignment after their units deployed, and members

of the Army Reserve or National Guard, and civilians. Soldiers and civilians will also return to duty from medical facilities at all levels.

Commanders process replacements through the CONUS replacement centers (CRC) in accordance with the soldier readiness program, or civilian equivalent standards set by DCSPER. Each replacement carries a complete deployment packet upon departure. The CRC verifies deployment readiness. It coordinates equipment issue, required area/mission processing and training and movement to the aerial port of embarkation (APOE). The CRC must complete processing within 96 hours.

The CRC installation issues chemical defense equipment (CDE) and individual weapons, and organizational clothing and individual equipment (OCIE). The Army Service Component Commander determines specific OCIE requirements. The Theater Commander (COCOM) establishes equipment requirements for civilians.

Early in the deployment, corps and divisions establish rear and forward replacement operations to manage the replacement flow. Replacement units/elements also establish a capability to process individuals early in the deployment. Replacement units can perform this mission by deploying teams to ports of embarkation/ debarkation.

In the early stages of a deployment, replacements flow directly from the theater level GS replacement organization to divisions. As the theater of operations grows DS replacement companies, a replacement battalion, and a theater GS replacement company deploys. A command decision may alter the normal replacement flow to support movement along command lines from theater through corps to division or task organization. In that event, the personnel groups may have to muster additional personnel resources for the DS replacement company.

The GS replacement companies, under command of the theater Personnel Replacement Battalion (PRB), process replacements. The theater PRB coordinates transportation with the Theater Army Movement Control Agency (TAMCA). GS replacement companies alert DS replacement companies and G1 replacement sections of projected arrivals. The standard for moving replacements from theater to corps or division is 24 hours after arrival at the POD. METT-TC may dictate that replacement units/sections hold replacements for longer than 24 hours.

The DS replacement company coordinates with the area movement control team (Area MCT) for movement to corps units. The division replacement team coordinates with the G4 and DISCOM transportation officer for movement to the brigade support area (BSA). The goal for moving replacements from DS replacement companies to corps units, and from division replacement teams to the BSA is 24 hours. The brigade S1 processes and assigns replacements to battalion. The battalion S1 further assigns replacements to company level.

Personnel Administration

The **Battalion S-1** is responsible in each unit for strength reporting and management, awards, promotions, and other personnel actions. Information is consolidated there and sent to the **Brigade S-1 and subsequently Division G-1** for submission to the **corps personnel battalion (PSB)**. One PSB is normally assigned to support each division and the ACR. The PSB forwards reports, information, and administrative actions to the **personnel groups** at corps and the TSC who then forward the data to the **theater PERSCOM**. **The PSB and PD replace the personnel service company (PSC)**. The functional mission of the PSB and the PD is the same as the PSC.

Mail

Postal companies operating in the theater and corps areas receive and issue mail for units in their areas of responsibility. **The PSB under the TSC and corps personnel group have postal companies**. **The postal companies employ postal operations platoons** to provide postal processing support at the airports and seaports where bulk mail is throughput. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail, conducting international mail exchange, handling casualty and enemy prisoner of war (EPW) mail, and screening for contaminated/ suspicious mail. Bulk mail is forwarded to the appropriate **postal services platoons** to directly support units on an area basis. The corps PSB postal company will normally assign **postal services platoons** to support each division and the ACR. Postal services involve selling stamps; cashing and selling money orders; providing registered (including classified up to secret), insured, and certified mail services; and processing postal claims/inquires.

Chapter 13: Financial and Personnel Management

Homework Assignment

Manuals Required to Complete Homework: Theater Logistics Handbook, FM 100-10, FM 63-2, FM 63-20, FM 63-21, FM 63-23, FM 63-3, FM 63-4, FM 12-6, and FM 14-100.

1. Finance missions can be divided into two general areas: Ref. FM 14-100.

2. List the resource managers located throughout the theater: Ref. FM 14-100.

ASCC: _____

Corps: _____

Division: _____

Brigade: _____

Battalion: _____

3. List the financial management command structure in the theater. Ref. FM 14-100.

ASCC: _____

Corps: _____

Division: _____

4. How do divisions and brigades receive financial management support in theater? Ref. FM 14-100.

Division: _____

Brigade: _____

5. What are the three broad areas that the personnel services structure provides to the theater? Ref. FM 12-6.

6. List the four personnel services units commonly located in the COMMZ:

_____	_____
_____	_____

7. List the three personnel services organizations commonly located in the Corps rear area.

_____	_____	_____
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8. How do division's and corps troops operating in the division area receive personnel services support?

9. How do replacement personnel usually flow from the CONUS replacement center (CRC) to a divisional brigade as the destination unit?

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